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26 APR 1978

MEMORANDUM FOR: Deputy Director of Central Intelligence  
Deputy Director for Administration  
Director, National Foreign Assessment Center

FROM: Director of Central Intelligence

SUBJECT: External Training on College Campuses

REFERENCE: DDCI's Memorandum Re Placing Our People on  
College Campuses, dated 20 April 1978

1. I appreciate your memorandum on training on college campuses, etc., and in particular the problem we're having with the Congress in this area. I'm impressed with two points:

- a. How frequently in any discussion of personnel matters within the Agency people raise the question of inadequate training in management and hence poor managerial practices.
- b. The vital necessity in any research organization such as NFAC in recharging batteries and introducing outside stimulus for the analysts.

2. In short, I am willing to look at several major changes of direction. One would be a very deliberate and considered approach to the Congress to understand these issues. The other would be to divert our training funds from some of the things they are now being used for, such as war colleges, into some really solid academic programs. One type of program would be management courses such as the AMP and DMD at Harvard Business School. Another would be placing our NFAC analysts in a college atmosphere for a year or two to do some specific work toward a masters or doctorate degree.

3. Not having read the S&I report on this, I may be a bit naive. I'd appreciate it if NFAC and DDA could get together to see if there is any way we can meet the majority of the S&I objections where they are valid by reorientation of our program and at the same time meet the objectives I mentioned above.

STANSFIELD TURNER

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